

**THE GEORGE WASHINGTON UNIVERSITY**  
Washington, D.C.

**MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
DECEMBER 11, 2009 IN THE STATE ROOM**

**Present:** President Knapp, Executive Vice President for Academic Affairs Lehman, Registrar Amundson and Parliamentarian Charnovitz; Deans Burke and Futrell; Professors Biles, Boyce, Castleberry, Corry, Costanza, Dickson, Galston, Garcia, Griffith, Harrington, Helgert, Hotez, Johnson, Klaren, Lipscomb, Pagel, Parsons, Plack, Rehman, Robinson, Simon, Wilmarth, and Wirtz

**Absent:** Deans Barratt, Brown, Dolling, Lawrence, Phillips, Reum, and Scott; Professors Barnhill, Benton-Short, Cordes, Garris, and Windsor

The meeting was called to order by President Knapp at 2:15 p.m.

**APPROVAL OF THE MINUTES**

Professor Wilmarth moved one correction to the minutes of the regular meeting of November 13, 2009, observing that the date of "May, 2009" on page 2, seven lines from the bottom, should read "May, 2008." The motion was seconded and approved, and the minutes were approved as amended.

**INTRODUCTION OF RESOLUTIONS**

No resolutions were introduced.

**PROPOSED CHANGE TO FACULTY/STAFF E-MAIL**

Because David Steinour was unable to attend the meeting, Charles Spann, Managing Director of Information Systems and Services (ISS) Process Management, presented the report. (A copy of his Powerpoint presentation is enclosed.)

Mr. Spann advised the Senate that he was chosen to present the report because he has been part of the team that recently oversaw the implementation of the GoogleMail system for the student and alumni populations at GW. He added that he would be heading up the effort to roll out this system for faculty and staff at GW.

Mr. Spann briefly reviewed the background concerning the need to implement a new e-mail system for faculty and staff. Presently, these populations are using an e-mail system called Colonial Mail, and a calendar system called Colonial Calendar. These were rolled out about 9 years ago. By now, these systems have reached the end of their lifecycle and are in need of replacement.

Over many years, ISS has received feedback from faculty and staff that Colonial Mail does not provide adequate disk space. In the last year, an effort was begun to identify replacements for the Colonial Mail and Calendar systems. A Committee composed of

faculty and staff worked with ISS to identify requirements and review different proposals and solutions. Three replacement possibilities were identified: Novell GroupWise, which is used by some offices on campus today, a hosted Microsoft Outlook Exchange environment, and GoogleMail. GoogleMail was ultimately selected as it is the most platform-compatible and technology-flexible across the board. It can be used with a variety of different mail clients and provides ample disk space – over 7 gigabytes to date. The calendar and mail systems are also integrated with Blackberries and smart phone devices like iPhone. Google comes with a suite of applications called Google Apps., and has a chat program and a number of collaborative services. Another factor in favor of selecting Google is that GW students and alumni have used it for the past year with great success.

ISS also retained an outside firm to review and evaluate Google's security practices. Google already follows GW's information security best practices and meets the University e-discovery needs for finding mail for legal purposes. Lastly, Google made available to faculty and staff will not feature advertisements as the commercial version does.

Mr. Spann said that in his tenure at the University, he has experienced mail migrations that have been gradual as well as large ones. The migration to GoogleMail will be made gradually, and faculty and staff who are interested in migrating will be asked to indicate a window when this might take place. Instruction, training, and assistance will be made available in the use of the mail and calendar systems as well as other Google services. No down-time is anticipated for this changeover, as Colonial Mail will run in parallel with the new Google system. The @gwu.edu address presently in use on campus will be preserved so that mail is not lost throughout the migration. GoogleMail will be accessible through the GW Portal, and also through the mail plan of the client's choosing, such as Microsoft Outlook, Thunderbird, or MacMail, to give a few examples. User id's and passwords currently in use will be the same in the new system.

Mr. Spann said that the next step in the implementation timeline will be reviewing and finalizing service contracts and final implementation planning. For those in the administration who are using Groupwise, this system will remain in place for the near future. As no questions were posed at the meeting, Mr. Spann invited anyone wishing to follow up with questions to contact him at ISS.

## REPORT ON THE COLLEGE OF PROFESSIONAL STUDIES

Dean Kathleen Burke distributed copies of her Powerpoint report (the report is enclosed). She reviewed key points concerning the establishment of the College of Professional Studies (CPS), which was chartered in 2001 on the recommendation of a report of the Joint Task Force on the CPS. The College Bylaws were adopted in April, 2003. Roger Whitaker served as the first Dean from 2001 until 2008, at which point he returned to the faculty of the Graduate School of Education and Human Development. Dean Whitaker made his last report on the College to the Faculty Senate in November of 2007. Dean Burke said she arrived just over a year ago. CPS includes the Graduate School of Political Management, the Center for Excellence in Public Leadership, and the Institute for Politics, Democracy, and the Internet.

An organization chart for CPS is presented on page 3 of the Report. Since the last report to the Senate, several new positions have been added. Rachel Venezian, formerly of the GW Budget Office, was hired as the CPS Business Officer. Jack Prostko, from the

University of Maryland (Baltimore Campus) serves as Director of Faculty Development. A new Career Development position was also established, and Camille Franklin, from American University, has been hired to direct this effort. Two other searches are underway, one for an Executive Director of Development for CPS, and another for a full-time faculty position that will support a new undergraduate degree completion program in Integrated Information Science and Technology and the graduate Molecular Biotechnology program.

CPS has two primary missions. The first is to advance the University's off-campus programs and GW's presence in the D.C. Metropolitan area. This includes distance learning initiatives. In furtherance of this portion of its mission, CPS also operates and provides staff for the Arlington, Alexandria, and Hampton Roads Graduate Education Centers. Secondly, CPS offers and promotes its own unique academic offerings for non-traditional students. These programs are for the most part cross-disciplinary, and include contract programs as well as cohort and traditional open-enrollment offerings. The majority of CPS's programs are off-campus. Programs offered in off-campus locations and at the Virginia Science and Technology Campus are summarized on pages 6 through 8 of the report.

Dean Burke presented information about off-campus enrollment trends. The information given does not include Medical School or Health Sciences enrollments. Overall enrollments in off-campus programs, including those at the Virginia education centers, total 3,919 for Fall, 2009, as compared to a headcount of 2,751 for Fall, 2000. Enrollments at the Graduate Education Centers have remained relatively constant at 1,400 over the past five years. Virginia Science and Technology Campus enrollments have varied over the past five years, reaching from their highest point of 621 in Fall, 2008 to a present headcount of 513.

Dean Burke reviewed total off-campus financial results, observing that gross tuition revenue for Fiscal Year 2009 totaled \$45.7 million. Approximately one-third, or \$14.7 million of this total was derived from the Virginia Education Centers in Arlington, Alexandria, and Hampton Roads.

Dean Burke's report also outlines the demographics of the CPS student body. This is a diverse group of highly motivated professionals. The average age of students in the majority of Master's programs is 35, and undergraduate programs, 37. For the College as a whole, 87% of the students have baccalaureate degrees, 9% have their Master's, and 12% have terminal degrees (J.D., Ph.D., or in some cases, M.D.). The population is 60% female, and 40% male. Other demographic information concerning CPS students can be found on pages 15 – 19 of the report.

Dean Burke outlined the governing structure of the CPS which consists of a Dean's Council composed of 12 faculty members. Half of this group is appointed by Dean Burke, and the other half is appointed by the Deans of Schools that participate in CPS programs -- primarily Columbian College of Arts and Sciences, the Graduate School of Education and Human Development, the School of Engineering and Applied Science, the School of Business, and the Elliott School of International Affairs. Detailed information concerning lead faculty and partners in CPS programs is provided on page 21 of the report.

CPS staff works diligently to develop curricular partnerships, where partners advise on curricular matters and may also market and promote the programs to their constituencies. Some examples of current partnerships include a partnership for the

Security and Safety Leadership graduate program with U.S. Marshals, a partnership with the Hildebrandt Institute for the Law Firm Management Program, and a community college partnership for articulation agreements to support the new undergraduate degree completion program in Integrated Information, Science and Technology. CPS's Paralegal Studies Program will offer a clinical experience for its students in 2011 and work is underway to partner with the University of Dar es Salaam to support this effort.

CPS also develops delivery partnerships, including one that offers non-credit training in governance for Latin America and another that delivers non-credit training in the D.C. region through the Metropolitan Washington Council of Governments and GW's Center for Excellence in Public Leadership. Another partnership with the Global Center for International Studies enables delivery of the Security and Safety Leadership program in Cyprus. Through Embanet, CPS is able to offer online development, recruitment, marketing and delivery of several programs, including Political Management, Strategic Public Relations, and Paralegal Studies.

A breakdown of unduplicated headcounts by CPS programs from Fall, 2004 through Fall, 2009 as well as information on enrollment growth in these programs is included on pages 24 and 25 of the report. Over the last five years, CPS program enrollment has increased from approximately 76 students to 900 at present, a trend that Dean Burke said she hoped to continue as the College pursues new degree opportunities.

A summary of CPS financial results for Fiscal Year '09 is provided on page 26 of the report. As noted on this page, out of total off-campus revenues of approximately \$45.7 million, approximately \$10 million was generated by CPS programs. While the College ended the year with a positive margin, this margin was less than the budgeted margin, which resulted in a deficit.

Dean Burke concluded her report by outlining strategic priorities for the College. These include launching pilot international offerings, designing faculty development programs and perfecting student services, particularly for remote and distance students. The College will also define a research agenda and find ways to participate more meaningfully in University fundraising. A detailed list of these priorities can be found on page 27 of the report.

Professor Griffith inquired about the deficit incurred by CPS. Dean Burke responded that the deficit was actually a deficit variance to budget and occurred because some of the CPS programs projected higher enrollments than achieved. Professor Griffith also asked if tuition revenue for CPS programs was retained by CPS. Dean Burke responded that each School received the tuition revenues from its programs offered through CPS. Professor Griffith also noted that the Graduate School of Education and Human Development programs in CPS offer more credit hours than the other schools, but the tuition revenue produced per credit hour is quite low. Dean Burke responded that credit hour pricing varies by program. Vice President Lehman added that in off-campus programs, tuition is set relative to market, and tuitions range anywhere from \$500 per credit hour up to the full tuition GW normally charges, which is over \$1,000 per credit hour currently. Discussion followed between Dean Burke and Professor Galston on the career paths of CPS graduates and the College's recent establishment of a Career Services Office for students. Professor Parsons inquired about the College's dual mission. Dean Burke responded that GW Schools wishing to offer off-campus programs work through the CPS. CPS also operates the

Graduate Education Centers in Arlington Alexandria, and Hampton Roads, and develops and maintains its own set of program offerings.

### CHANGE IN THE ORDER OF THE AGENDA

As Associate Vice President Lenn was not yet present at the meeting, unanimous consent was given to change the order of the agenda and proceed to General Business, allowing the Innovation Task Force Report to be made once Vice President Lenn arrived.

### GENERAL BUSINESS

#### I. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson presented the Report of the Executive Committee, which is enclosed. A status report regarding Noncompliance with the *Faculty Code* by the School of Public Health and Health Services (dated October 26, 2009) submitted by Professor Edward Cherian, Chair of the Joint Senate Subcommittee of the Professional Ethics and Academic Freedom and Fiscal Planning and Budgeting Committees, is enclosed with these minutes as indicated in Professor Robinson's report.

#### II. INTERIM REPORTS OF SENATE STANDING COMMITTEES

Professor Hotez, Chair of the Research Committee, reported that the Research Committee had met and is looking for ways to be of assistance to Vice President for Research Chalupa to advance the University's research agenda.

Two major issues have emerged, the first being the fact that it's no secret that research at the Medical School is poorly integrated with research in Engineering and the basic science departments: Biology, Chemistry, Physics, and Mathematics. This is unfortunate because unlike so many medical schools that are located in different parts of the city from the main campus, or in some cases such as Cornell, different parts of the state, at GW these departments are located virtually adjacent to each other. For all practical purposes the Medical School might as well be in a different part of the city for the number of joint projects that it undertakes with the basic science departments and the Engineering School. Professor Hotez said he thought this is a tragedy because it prevents GW from taking advantage of the National Institutes of Health (NIH) roadmap which is a relatively new initiative, and one of the few areas of growth in the NIH. GW is largely unable to take advantage of that source of funding. One of the things that the Research Committee wants to look into is what some of the roadblocks are that prevent better integration between Medical School research and the rest of the campus.

The other major issue the Committee is considering is trying to understand what Professor Hotez termed the geography of research – especially science research at GW. While there are numerous pieces in the research effort at the University, such as the proposed Science and Engineering Complex, the Virginia Science and Technology Campus, the Ignite Institute on the Inova Fairfax campus, and a new building going up at Children's Hospital and the VA Medical Center, it seems these are being treated as apples and oranges and not being integrated in a meaningful way. Professor Hotez said he thought that in addition to looking at research integration between the Medical School and the main

campus, the Committee also wanted to look for ways to better integrate these programs with the construction of brick and mortar laboratories

Discussion followed between Professors Hotez, Parsons, Griffith, and President Knapp. Professor Parsons said he had heard a lecture last spring by the Associate Dean of the Medical School about the School's research agenda. He said he had also heard a presentation by Vice President Chalupa which presented some of the same issues, but included other research emphases for the University. He asked if research in the Medical School and the rest of the University would remain independent of each other, or if they would be interrelated, and ultimately, integrated. Professor Hotez responded that he thought in the Committee's opinion that an overall roadmap for research is missing. He added that he hoped that the Committee could be of assistance in designing this.

President Knapp said he thought it fair to point out that Vice President Chalupa had just arrived at GW the previous April, and he has begun the process of consulting faculty and the Research Committee to develop exactly the kinds of research integration under discussion. One of the first things done when Vice President Chalupa arrived was to bring together research administrators in the Medical Center and the University into a single office, and the sixth floor of Rice Hall was cleared for that purpose. President Knapp added that feedback and questions from the faculty, such as the question raised by Professor Parsons, would be very helpful in providing the advice and guidance needed to move forward in integrating the University's research efforts. The University is also looking for opportunities to include students in research projects.

Professor Griffith said he had recently read an article in the *Chronicle of Higher Education* ranking U.S. universities in order of research dollars received from the federal budget. GW was ranked at something like 85<sup>th</sup>. Vice President Chalupa was quoted as saying something to the effect that "GW would be going 'whole hog' into science." President Knapp responded that this was clearly a serious misquotation. Vice President Chalupa's recent op-ed piece in *The Hatchet* is a more accurate statement of his views on research at the University; in it he talks about research across all of the intellectual fields in which GW is active. The piece even begins with an example from the humanities. President Knapp said he has also been absolutely clear whenever he discusses this subject that he has never regarded research as in any sense the exclusive domain of engineering and the sciences. Clearly, the notion that the University is revising its research agenda to a narrow focus on scientific projects is dubious.

#### UPDATE ON THE INNOVATION TASK FORCE

President Knapp prefaced Associate Vice President Lenn's presentation by commenting about the general idea behind and the purpose of the Task Force. The Task Force is expected to identify recurrent [i.e. annual] savings over and above resources currently available that the University can invest in its academic priorities, including the academic experience of GW students. The goal is to increase that annual recurring amount to move up to the point over the next 5 years where resources for additional expenditures would be increased to \$60 million per year.

There are three primary sources of these new additional resources. The first is fundraising, i.e. raising funds for current use rather than additions to the endowment which are made available at approximately 5% per year of the total amount.

The second source is productivity gains. For example, if ways can be found to better utilize space that is not now used maximally, the revenue generated represents increased productivity of that space, yielding additional revenue that can be invested. Thirdly, through savings in the University's business practices, funds can be freed up to be reallocated and invested in academic priorities, including the academic experience of GW students.

President Knapp said that he has been very encouraged by the feedback he has received thus far from the Task Force under Vice President Lenn's overall direction. The Chairs of the two working groups report that quite a large number of ideas have already been identified to generate additional resources. While securing an additional \$60 million per year to be made available for additional expenditures is something of a stretch and an ambitious goal, President Knapp said he was fairly confident that it is within reach over the projected five year period.

Associate Vice President Lenn distributed copies of his Powerpoint presentation (the presentation is enclosed). He began by saying that organizations find themselves at two points in their lifecycles when they need to do a very careful assessment. One is when they are under significant strategic threat, and the other is when they are doing very well. The latter point is more difficult for organizations to comprehend because most people in the organization believe they should continue doing the same things they are doing and continue to do well. Vice President Lenn characterized this as a major fallacy in terms of organizational strategy.

In fact, he continued, GW is at the latter point. The University is in great shape financially, and it is growing in a number of areas; GW is a very strong University. Therefore it is at a point where a careful assessment can be made about what it does well, what can be done in order to make it even better, and as President Knapp has said, how it can become even more excellent in what it does. During the process of formulating the Task Force strategy, it has become fairly clear that a major area of the University that is underfunded is academic affairs. Therefore the innovation process now underway is oriented toward generating and reinvesting a considerable amount of money into academic affairs. As the President has indicated, the goal is to identify resources over a five-year period that can either be reallocated or reinvested within the academic affairs budget, with the ultimate goal of being able to augment the budget by \$60 million per year in perpetuity.

Vice President Lenn confirmed that there are three possible sources for producing these new resources: new donations or philanthropy, greater productivity in research, and taking a more careful look at the University's operations and programs to identify sources of potential net savings for reinvestment.

Vice President Lenn outlined the structure of the Innovation Task Force which is guided by a Steering Committee which he leads. This Committee is responsible for the overall process and serves as an advocate for it in many ways, including facilitating communication and reviewing recommendations coming from the two established working groups. One working group, co-chaired by Associate Vice President for Graduate Studies and Academic Affairs Dianne Martin and Chief Technology Officer David Steinour, is focused on learning and teaching. It will assess courses and curriculum delivery modes with a view toward identifying improvements as well as new or expanded programs. The

second working group is focused on business processes which include all of the operational processes at the University. It includes all of those things outside of academic affairs that support the University. This working group is chaired by Senior Vice President for Finance David Lawlor, and Professor Kathryn Newcomer, who is the Director of the Trachtenberg School of Media and Public Affairs. This group has a very broad mandate to examine University operations in terms of quality and efficiency, and to make recommendations concerning these areas. Membership of the working groups include faculty and staff, and President Knapp recently added six students to the Task Force.

The process by which the Task Force operates will unfold in four stages. The first stage, now underway, is gathering new ideas. In the second stage, these will be analyzed in terms of impact, cost-benefit, and feasibility. During the third stage the working groups will issue a set of recommendations, which will be vetted in several ways. In late February and early March, the administration will conduct town hall meetings, which will allow the entire community to express their views about the recommendations. Once the vetting process is concluded, the working groups will be responsible for refining the recommendations. These final recommendations will then go to the Steering Committee and on to the President and his senior staff for analysis. The goal of the process is to have a set of recommendations for implementation by June, 2010. The Steering Committee will work on an implementation plan in June with the idea that some of the recommendations can be carried out in Fiscal Year 10-11, and others can be scheduled two to three years out.

In order to account for the financial aspect of this project, an Innovation Fund will be established to receive and disburse funds which will be made available for use by the President and the Executive Vice President for Academic Affairs (in consultation with the Deans). The newly available resources will be invested in GW's academic operations, for example, to establish new faculty lines, enhance academic program and research support, and improve the student academic experience. Transparency is an important aspect of the project, and is intended to make sure the entire GW community is aware of the resources available in the Innovation Fund, and the expenditures that will be made from it.

Vice President Lenn invited those present at the Senate meeting to visit the Task Force website and submit at least one innovative idea for change at the University by the following Tuesday. Once responses are received, they will be directed to the appropriate working group. Submissions may be made anonymously at the discretion of the suggestor. To date, the website has generated over 120 ideas, and more are expected as the Innovation process moves forward.

President Knapp thanked Vice President Lenn for his presentation. He reiterated that it is important to keep in mind that the \$60 million goal is not a cumulative number derived from saving \$60 million over the next five years. Rather, the goal is, over the next five years, to accumulate resources through innovation and savings to enable the University to invest \$60 million more to be invested every year thereafter in academic programs and improving the academic experience of GW students. An auditable tracking system for these funds will be established to monitor the growth of net recurring gains that can be reinvested in academic priorities. Ultimately, the resources for annual reinvestment generated will supplement what GW already receives from its endowment each year, or approximately \$60 million.

Professor Garcia asked when the town hall style meetings would take place. Vice President Lenn responded they would be scheduled for late February or early March on all three of the GW campuses. Co-chairs of both working groups will come forward with their recommendations to allow people to provide their input on these. Professor Helgert asked if savings achieved by departments or schools would be retained by them, or put into the Innovation Fund. Vice President Lenn confirmed they would be deposited in the Innovation Fund to be distributed as indicated, and these funds would be kept separate from the University's Operating Budget.

#### CHAIR'S REMARKS

Pursuant to the unanimous consent earlier given to change the order of the agenda, the Chair's Remarks were heard as the next item of business.

President Knapp gave a brief update on University-wide personnel searches currently underway. First-round candidates have been identified for both the Provost and Vice President for Development and Alumni Relations positions. Interviews have already begun for the Vice Presidential position, and will take place in the coming week for the Provost position. The President expressed his appreciation to the many colleagues from the Senate and across the faculty who are participating in these very time-consuming processes.

There are also three Dean's searches underway. In the School of Public Health and Health Services, the list of candidates is being finalized. The Graduate School of Education and Human Development and the School of Business are in the process of identifying search consultants and putting materials together for the searches.

With regard to First Lady Michelle Obama's Service Challenge, President Knapp advised that 40,000 of the 100,000 required hours have already been logged and progress toward the goal is promising. Provided GW meets the challenge goal, the First Lady has agreed to give the Commencement speech in May. The President added that he thought that this campaign highlights what it means to be a University in the nation's capital which was created with a mission bequeathed to it by the nation's first President in his last will and testament -- one of bringing together citizens from all of the new states -- former colonies -- at a University which was created so they could learn together from each other, develop a sense of national citizenship, and become leaders of the new nation. The University's history and the distinguished careers of alumni who have graduated over the years affirm that GW has been faithful to this mission and has become a center of public engagement. This civic and intellectual engagement is also reflected in the work of many of GW's faculty members.

President Knapp reported that GW has been recognized for its contributions in these areas in a variety of ways. Just two days before the Senate meeting, President Knapp was surprised and pleased to learn that the National Capital Council of the Boy Scouts of America selected the University to receive its inaugural award designating GW as an educational visionary in the area of outreach to Hispanic communities. As many know, the D.C. Metropolitan area is home to quite a number of Hispanic immigrants from several different nations, including Bolivia, Peru, El Salvador, Mexico, and other parts of Latin America. The President said he viewed this as a tribute to work carried out by numerous faculty members in various areas, particularly in the Medical Center.

Lastly, President Knapp reported on his only international trip during the fall semester. For the first time, GW held a Global Forum which brought together 200 alumni, parents and friends of the University, and parties interested in the subject matter of the program. Hong Kong was chosen as the venue because that is where the largest concentration of GW alumni are, and it is an easy destination to reach.

The Forum attracted attendees from Saudi Arabia, the Philippines, Korea, Japan, Singapore, Thailand, mainland China and other countries. The program focused on two issues: the global economy, and global security. The keynote address about the global economy was given by GW alumna Susan Schwab, the former U.S. Trade Representative, and also a former Dean at the University of Maryland at College Park. Dean Susan Phillips of the GW Business School participated in the economics panel, drawing upon her expertise in international finance.

The security keynote address was given by Admiral Bill Owen, a former Vice Chairman of the U.S. Joint Chiefs of Staff during the Clinton administration. Admiral Owen now resides in China, and is an expert on China and security affairs. Dean Michael Brown of the Elliott School of International Affairs, who is an expert on international security, served on the security panel.

While in Hong Kong, President Knapp and staff had an opportunity to visit the Polytechnic University there, which is now led by Timothy Tong, former Dean of GW's School of Engineering and Applied Science. The University is a substantial institution with approximately 30,000 students, and offers an impressive range of disciplines. President Tong graciously hosted a dinner for the GW group to which Trustees of the Polytechnic University were invited. There is, of course, a potential for collaborative work between GW and other educational institutions abroad where connections can be established and maintained.

The University's new Associate Vice President for International Development, Lea Kenig, was in attendance at the Forum, and went on to visit Korea. Other University staff went to Taiwan. This is all part of reconnecting with alumni, keeping them up to date on what the University is doing, and building a support base with a group that is large and very well organized. While this was the first such Forum the University has sponsored abroad, consideration is being given to whether others should be scheduled, and the locations for them.

President Knapp concluded his remarks by wishing everyone happy holidays.

#### BRIEF STATEMENTS (AND QUESTIONS)

There were no brief statements or questions.

#### ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 3:50 p.m.

*Elizabeth A. Amundson*  
Elizabeth A. Amundson  
Secretary

# Google Mail for Faculty and Staff

---

Briefing for the Faculty Senate  
December 2009

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC



# Background Information

---

- ❑ The Colonial Mail and Colonial Calendar systems have reached the end of their lifecycle and need to be replaced
- ❑ ISS has received feedback from faculty and staff that their current storage requirements are not being met
- ❑ ISS identified Novell GroupWise, a hosted environment of Microsoft Outlook/Exchange and Google as possible replacements for Colonial Mail and Calendar
- ❑ ISS formed a committee, comprised of faculty and staff, to review solutions and provide feedback

# Faculty / Staff Committee

---

## □ Faculty Members:

- Philip Wirtz, Professor of Decision Sciences and Psychology;
- Denis Cioffi, Associate Professor of Decision Sciences;
- Shelley Heller, Associate Dean for Academic Affairs, Mount Vernon Campus and Professor of Engineering and Applied Sciences

## □ Staff Members:

- PB Garrett, Assistant Vice President and Deputy CIO, Academic Technologies;
- Mike Driscoll, Director of Medical Center Technology Operations;
- Ying Wang, Vice President and General Counsel's Office;
- Karen Greenwood, Legal Associate, Office of the General Counsel;
- Dan Cronin, Assistant Dean for Administration in CCAS and Director, CCAS Finance and Personnel;
- David Steinour, Chief Information Officer;
- Bret Jones, Managing Director, Technology Operations, ISS;
- Charles Spann, Managing Director, Business Process Management, ISS;
- Guy Jones, Chief Technology Officer, ISS;
- Carolyn Chase, Managing Director, Technology Services, ISS

# Google Services Overview

---

- ❑ Google Mail is currently provided to GW students and alumni
- ❑ Google is compatible with Windows, Macintosh and any platform that supports modern web browsers
- ❑ Google Mail is compatible with standard e-mail clients, such as MS Outlook, Mac Mail, and Thunderbird
- ❑ Google provides over 7GB disk space per user
- ❑ Google Calendar and Mail integrate with mobile devices
- ❑ Google services include web based applications to create documents and publish web sites
- ❑ Google follows information security best practices
- ❑ Google meets e-discovery requirements for legal counsel
- ❑ Google for faculty and staff will have no advertisements

# Converting to Google

---

- ☐ The migration will allow faculty, staff and departments to choose the timing for their migration within a defined window
- ☐ ISS will provide instructions, training and assistance with mail migrations and use of Google services
- ☐ The migration will not require downtime
- ☐ The @gwu.edu email addresses will be preserved as the primary email address
- ☐ Google will be accessible through the myGW portal or through a desktop mail client
- ☐ Google services will be authenticated through GW servers, utilizing the NetID; the same login and password as the existing mail system, Blackboard and the wireless network

# Implementation Timeline\*

---

- ❑ Presentation of the Solution to the Faculty Senate - December, 2009
- ❑ Contract Review and Signatures – January, 2010\*
- ❑ Full Implementation Plan Developed – January, 2010
  - Implementation Plan will consist of migrating a school, department or division one at a time until the University is complete. We expect this to take at least a year to complete
  - GroupWise will remain for the Medical Center, Gelman Library and University senior executive team until they are ready to migrate to Google Mail

\*The final selection of Gmail is pending contract negotiations between GW and Google



# College of Professional Studies

## Presentation to the Faculty Senate

Kathleen Burke, Dean

December 11, 2009



# College of Professional Studies

- Chartered in 2001 as a result of the Report of the Joint Task Force on the College of Professional Studies: September 1, 2000
- Bylaws adopted in April 2003
- Includes the Graduate School of Political Management, the Center for Excellence in Public Leadership, and the Institute for Politics, Democracy, and the Internet
- Under leadership of Dr. Roger Whitaker (GSEHD) 2001-2008
- Last presentation to the Faculty Senate November 2007

Reports to GW  
Advancement  
Office

# College of Professional Studies Organizational Chart

--- line of coordination

CPS Advancement  
3 FTE

Kathleen Burke,  
Dean, College of Professional  
Studies  
1 FTE

Tony Harvin, Assistant  
Dean for Marketing  
and Communications,  
CPS and GW Off  
Campus Programs  
12 FTE

Christopher Arterton,  
Sr. Associate Dean, CPS;  
Graduate School of  
Political Management  
1 FTE

Connie Mokey  
Assistant Dean for  
Student Success, CPS  
1 FTE

Ali Eskandarian, Sr.  
Associate Dean for  
Strategic Initiatives  
and Research, CPS  
1 FTE

## Graduate Programs:

Health Care Corporate  
Compliance  
Landscape Design  
Law Firm Management  
Molecular  
Biotechnology  
Paralegal Studies  
Publishing  
Teaching K-12 Physics  
Teaching Middle Grades  
Math  
Teaching Middle Grades  
Science

## Undergraduate Programs:

Police Science  
Integrated Information,  
Science and Technology

6 FTE

Paula Harper, Exec. Dir.  
Program Development  
at the Virginia Science  
and Technology Campus  
1 FTE

Reports to EVP&T Division

THE GEORGE WASHINGTON UNIVERSITY  
THE COLLEGE OF  
PROFESSIONAL STUDIES

Deans and  
Program  
Representatives  
of CCAS,  
GWSB, GSEHD,  
and SEAS

GSPM Marketing and  
Communications  
4 FTE

## Graduate Programs:

Community Advocacy  
Legislative Affairs  
PACs  
Political Management  
Strategic Public  
Relations

4.5 FTE

## Non-credit Programs:

Semester in Washington

1 FTE

Joint  
appointment  
with SIW

GSPM Student Account  
Services  
1 FTE Staff

GSPM Administration  
2 FTE Staff

Project for Democratic  
Governance in Latin  
America  
3.5 FTE

GSPM International  
Programs  
2.5 FTE

GSPM Career Programs  
1 FTE

Hampton Roads  
Graduate Education  
Center Administration  
4 FTE

Arlington Graduate  
Education Center  
(AGEC) Administration  
4 FTE

Graduate Education  
Center, Alexandria  
(GECA) Administration  
5 FTE

CPS Admissions  
4 FTE

Student Services,  
CPS  
2 FTE

Career Services,  
CPS  
1 FTE

Charles Cushman,  
Associate Dean for  
Academic Excellence,  
CPS  
1 FTE

Jack Prostko, Director  
of Faculty  
Development  
1 FTE

James Robinson,  
Director, Center for  
Excellence in Public  
Leadership  
5 FTE

James Pyle, Center for  
Law Practice Strategy  
and Management  
1 FTE

Rachel Venezian,  
Finance Director  
(Budget and  
Personnel)  
5 FTE

Total CPS Operations:  
75.5 FTE

## New/Changed Key Positions Since 2007

- New Dean – *Kathleen Burke*
- New College-Level Business Officer – *Rachel Venezian*
- New College-Level Director of Faculty Development – *Jack Probstko*
- New Career Services Director in CPS – *Camille Franklin*
- New Academic Program Directors (*faculty*) – *Jane Thorpe, Larry Parnell*

### 2 Major Searches Currently Underway:

1. Executive Director of Development for the College
2. Full-time faculty position to support Molecular BioTechnology and a new program in Integrated Information, Science, and Technology (IIST).



# CPS' Mission and Role

1. Advance the University's Off Campus programs and presence (regional and distance), including operating graduate education centers in Arlington, Alexandria, and Hampton Roads.
2. Maintain own set of program offerings, with particular focus on applied and cross-disciplinary programs, and on non-traditional students.

# Off-Campus & Virginia Science and Technology Campus Programs

School and Program	Degree	DC	MD	VA	DL	Contract/MOU
<b>College of Professional Studies (CPS)</b>						
Community Advocacy (Hybrid)	Grad Certificate	X				
Healthcare Corporate Compliance (Hybrid)	Grad Certificate					
Integrated Information, Science and Technology	BPS			X		
Landscapes Design	Grad Certificate, MPS	X				
Law Firm Management (Hybrid)	Grad Certificate, MPS			X		
Legislative Affairs	MPS					
Middle-Grades Mathematics - partnership with AAAS & DCPS	MPS					
K - 12 Physics Education - partnership with AAAS & DCPS	MPS					
PACs and Political Management	Grad Certificate					
Paralegal Studies (K St. & EMBANET)	Grad Certificate, MPS	X				
Police Science	APS, BPS					
Political Management (EMBANET)	MPS					
Public Relations	Grad Certificate					
Publishing	MPS					
Security and Safety Leadership	Grad Certificates, MPS					
Strategic Public Relations (AGEC & EMBANET)	MPS					
Sustainable Landscapes (Hybrid)	Grad Certificate					
<b>Columbian College of Arts and Sciences (CCAS)</b>						
Art Therapy	MA					
Forensic Sciences - Concentration in High Tech Crime Investigation	MFS					
Organizational Sciences	MA					
Concentrations in Organizational and Human Resource Management						
Survey Design & Data Analysis	Grad Certificate					
<b>Other DC</b>						
K St						
Hall of States						
SMHEC						
Montgomery Co.						
PG County						
Anne Arundel Co.						
Hampton Roads						
VA Beach						
Richmond						
Alexandria AGEC						
Arlington GECA						
VA STC Ashburn						
Distance						
<b>Cheasapeake City Schools</b>						
LMC						
SAIC						
Orbital						
NAV FAC						
NGA						
Singapore						
CICR						
US Army Corps of Engineer						
Grants / Other						
Cyprus						

# Off-Campus & Virginia Science and Technology Campus Programs

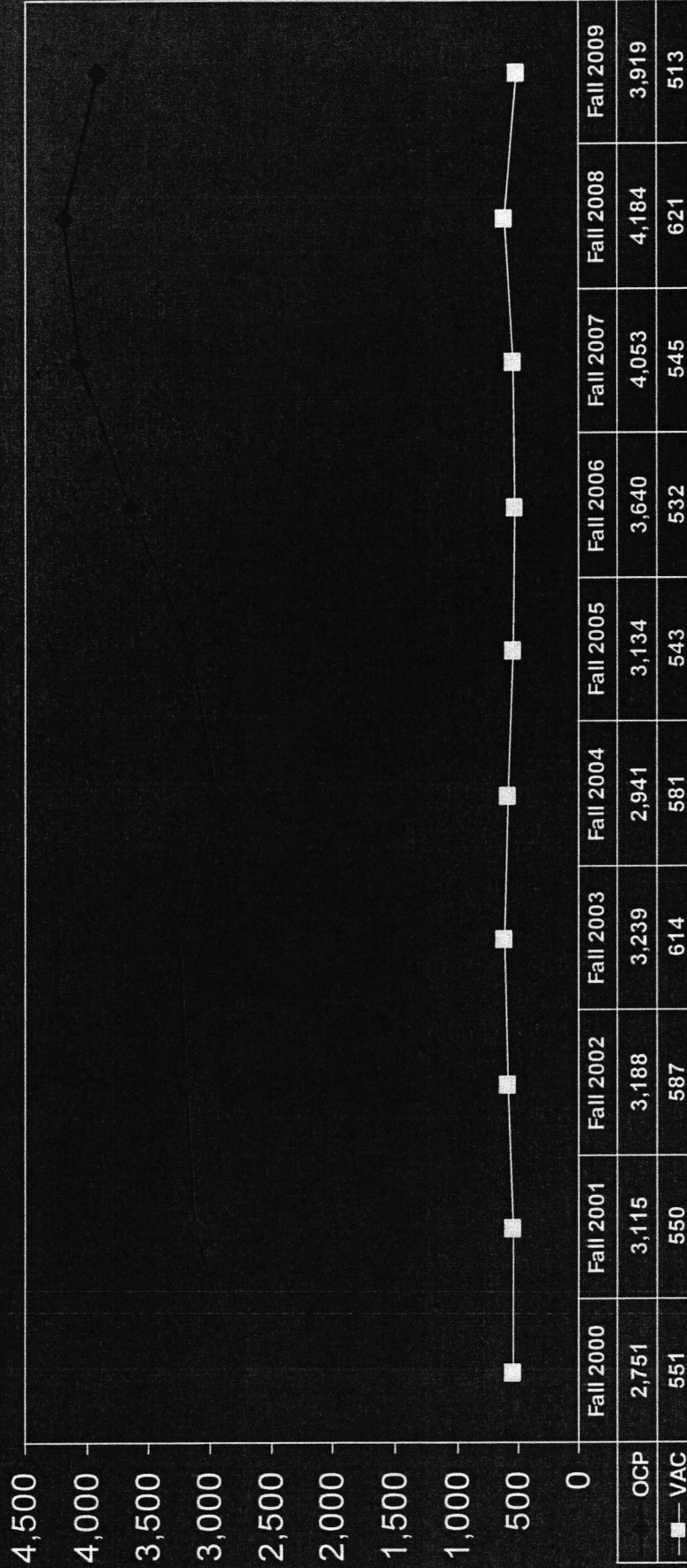
School and Program	Degree	DC			MD			VA			DL		Contract/MOU													
		K St	Hall of States	Other DC	SMHEC	Montgomery Co.	PG County	Anne Arundel Co.	Hampton Roads	VA Beach	Richmond	Alexandria AGEC	Arlington GECA	VA STC Ashburn	Distance	Chesapeake City Schools	LMC	SAIC	Orbital	NAV FAC	NGA	Singapore	CICR	US Army Corps of Engineers	Grants / Other	
School of Business (SB)																										
Accelerated Master of Tourism Administration (Opening Residency in GECA)	MTA											X		X												
Accelerated MBA	MBA												X													
Healthcare MBA (EMBANET)	MBA													X												
Information Systems Technology	MS IST											X	X													
Information Systems, Executive MS	MS IST												X													
Project Management	MS PM													X												
Graduate School of Education and Human Development (GSEHD)																										
Educational Leadership and Administration	Grad Cert;MA Ed&HD; EdS								X	X	X	X			X											
Educational Leadership and Administration (EMBANET)	MA Ed&HD; EdS													X												
Educational Administration and Policy Studies	EdD								X			X		X												
Higher Education Administration	EdD								X					X												
Human & Organizational Learning	EdD				X									X								X				
Human Resource Development	MA Ed&HD								X		X											X				
Leadership Development	Grad Certificate								X				X						X							
Professional Teaching Standards	Grad Certificate					X	X	X																		
School Counseling	MA Ed&HD										X															
Secondary Education - Preparation for Initial Teaching Licensure	MEd					X						X	X													
Grant, contract and MOU programs																									X	

# Off-Campus & Virginia Science and Technology Campus Programs

School and Program	Degree	DC	MD	VA	DL	Contract/MOU																					
		K St	Hall of States	Other DC	SMHEC	Montgomery Co.	PG County	Anne Arundel Co.	Hampton Roads	VA Beach	Richmond	Alexandria AGEC	Arlington GECA	VA STC Ashburn	Distance	Chesapeake City Schools	LMC	SAIC	Orbital	NAV FAC	NGA	Singapore	CICR	US Army Corps of Engineers	Grants / Other		
School of Engineering and Applied Science (SEAS)																											
Computer Science	MS												X														
Computer Security & Information Assurance	Grad Certificate												X														
Electrical & Computer Engineering	MS; DSc												X														
Engineering and Technology Management	Grad Certificate												X	X													
Engineering Management	DSc								X				X	X							X						
Engineering Management	MS				X				X	X		X	X										X				
Homeland Security Emergency Prep. Response	Grad Certificate												X												X		
Systems Engineering	DSc				X				X				X	X							X						
Systems Engineering	MS								X				X				X	X	X		X						
Systems Engineering	Grad Certificate												X				X	X	X		X						
Telecommunications and Computers	MS													X													
School of Medicine and Health Sciences (SMHS)																											
Health Sciences (Pharmacogenomics)	BS													X													
Nursing (Accelerated, Second Degree)	BSN													X													

# Off-Campus & Technology Campus

Fall Semester Ten-Year Headcount



## Notes:

1. Headcount = those included in official counts – full-time, part-time, continuous enrollment and continuous research
2. Data excludes SMHS Off-Campus but includes SMHS Virginia Science and Technology Campus
3. Data is as of 12.7.09 from data mart system

# Off-Campus Enrollment

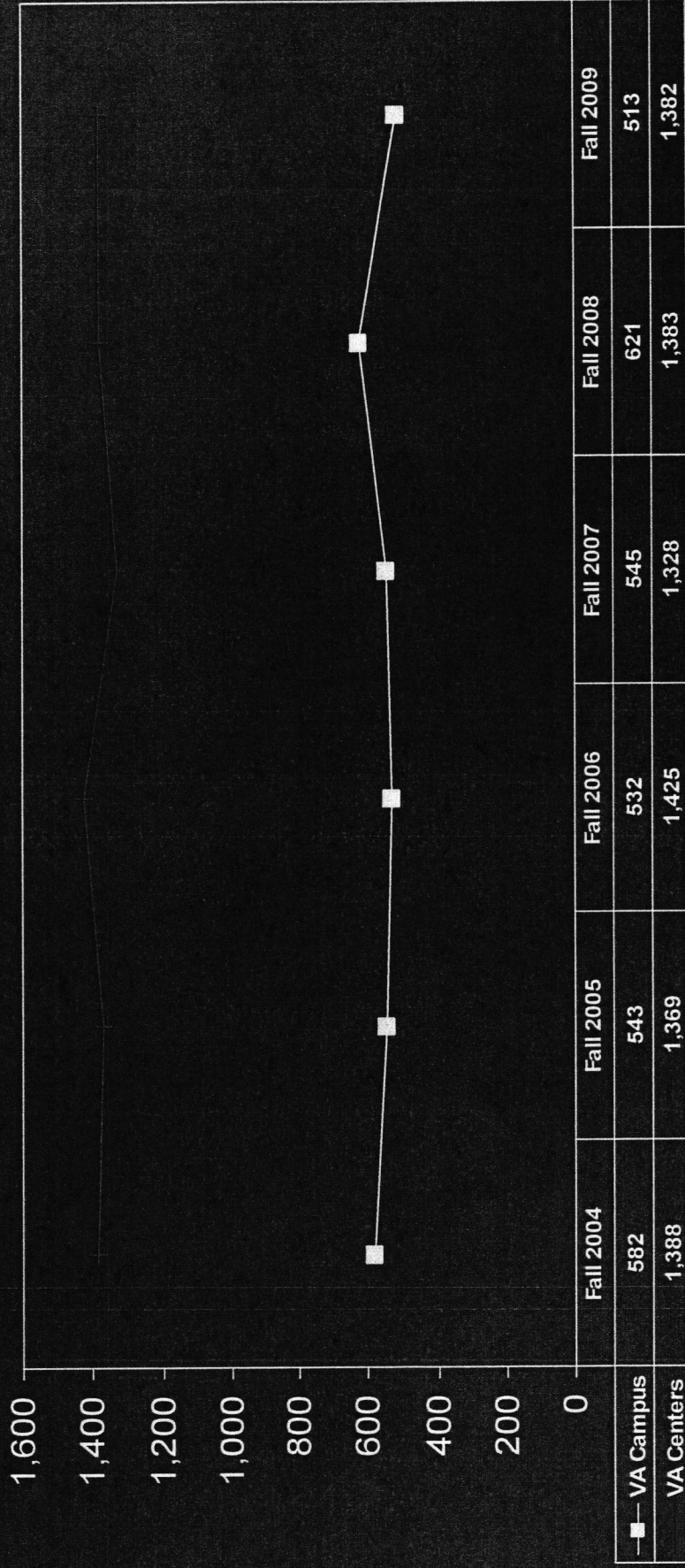
Fall 09 vs Fall 08

Headcount by School

	Fall	Fall	Change	
	2009	2008	#	%
CCAS	310	354	(44)	-12%
GSEHD	1,028	1,220	(192)	-16%
SEAS	1,126	1,234	(108)	-9%
SB	501	604	(103)	-17%
ESIA	5	4	1	25%
CPS	730	545	185	34%
SPPHS	9	9	-	0%
Law School	1	1	-	
Non-Degree	209	213	(4)	-2%
Total	3,919	4,184	(265)	-6.3%

# Graduate Education Centers & GW Virginia Science and Technology Campus

Fall Semester Multi-Year Headcount



Data Exclude SMHS for Off-Campus

End of term for all years except '07 census (sixth week of classes)

# Total Off-Campus Financial Results

## FY 09 (1)

### FY09 Final Results

	Credit Hours <sup>(2)</sup>	Tuition Revenue (\$ in Millions)
CCAS	3,318	2.6
CPS	9,322	6.8
GWSB	10,821	11.0
SEAS	16,207	13.2
<u>GSEHD</u>	<u>23,434</u>	<u>12.0</u>
<b>TOTAL</b>	<b>63,102</b>	<b>45.7</b>

(1) Off Campus results for the Virginia Science and Technology Campus, the Graduate Education Centers, and Contracts, excluding Study Abroad.

(2) Reflects end of term enrollment reported by the Office of Institutional Research for all Off Campus programs, excluding Study Abroad, for the Summer 2008, Fall 2008 and Spring 2009 terms.

# Revenues by College/School Education Centers and GW Virginia Science and Technology Campus

## FY09 Final

	Credit Hours	Tuition Revenue (\$ in thousands)
CCAS	2,882	2,493
CPS	4,004	2,553
GWSB	4,799	3,958
SEAS	6,225	5,134
<u>GSEHD</u>	<u>11,486</u>	<u>6,431</u>
<b>TOTAL</b>	<b>29,396</b>	<b>20,569</b>

Reflects end of term enrollment reported by the Office of Institutional Research for the Summer 2008, Fall 2008, and Spring 2009 terms.

# Virginia Graduate Education Centers

## FY 09 Operations

(in thousands)

	Alexandria	Arlington	Hampton Roads	Total
<b>Total Gross Tuition <sup>(1)</sup></b>	<b>5,468</b>	<b>6,821</b>	<b>2,478</b>	<b>14,767</b>
<b>Expenses</b>				
Staff Salaries	186	152	351	689
Benefits	<u>41</u>	<u>37</u>	<u>86</u>	<u>164</u>
Total Compensation	227	189	437	853
Lease Expense	278 <sup>(2)</sup>	975	250	1,503
Other Operating Expense	<u>240</u>	<u>164</u>	<u>64</u>	<u>468</u>
<b>Total Administrative Expense <sup>(3)</sup></b>	<b>745</b>	<b>1,328</b>	<b>751</b>	<b>2,824</b>
<b>Revenues LESS Administrative Expense</b>	<b>4,723</b>	<b>5,493</b>	<b>1,727</b>	<b>11,943</b>

<sup>(1)</sup> Tuition revenues from the Summer 2008, Fall 2008 and Spring 2009 terms.

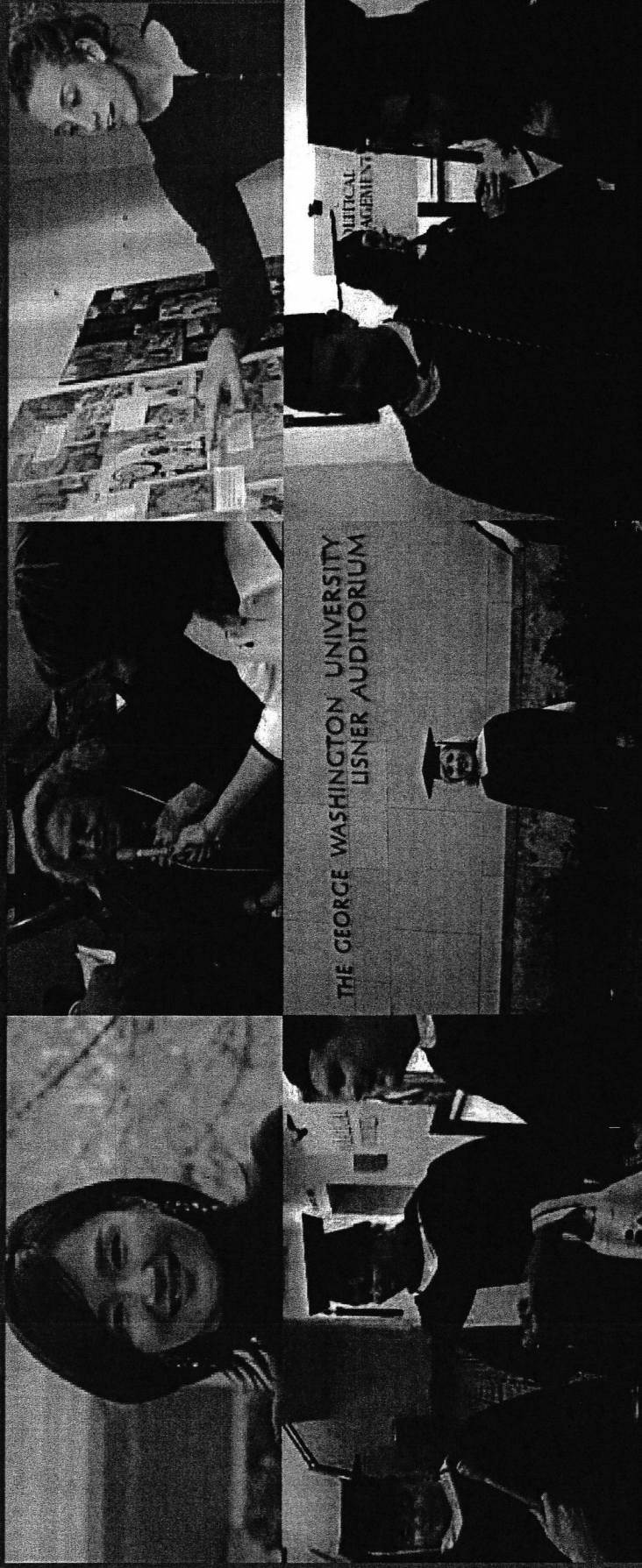
<sup>(2)</sup> FY09 Alexandria lease expense was mitigated by a rent credit \$1 million in lease expense budgeted in FY10

<sup>(3)</sup> Administrative expense excludes instructional expenses; these are budgeted within the respective teaching departments and Schools.



# Our Students & Alumni

Diverse, motivated, professional, and valuable resources  
for the College and for the University



# College of Professional Studies

## Student Characteristics

Fall 2009  
(n=900\*)

### Average Age

Master's Non GSPM = 35

Master's GSPM = 29 (on campus = 26, distance = 32)

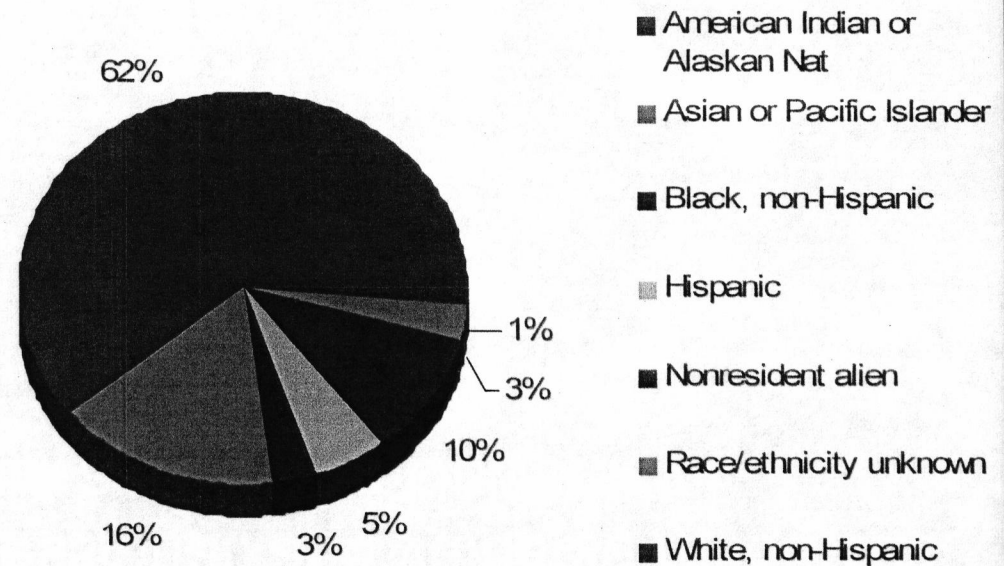
Undergraduate = 37

### Gender

Female 60%

Male 40%

Ethnicity Percent



\*Students accepted to CPS degree and certificate programs. Excludes non-degree students.

# College of Professional Studies

## All Admitted Student Characteristics

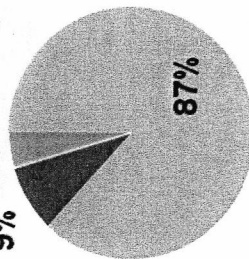
Fall 2009

Highest Degree Earned of All CPS Master & Graduate  
Certificate Admitted Students for Fall 2009

(n=415)

4%

9%



■ Bachelor's ■ Master's ■ Doct. & JD

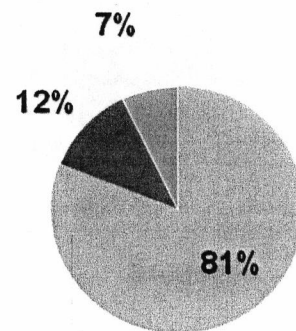
# College of Professional Studies

## Non-GSPM Admitted Student Characteristics

### Fall 2009

#### Highest Degree Earned of Non-GSPM Master & Graduate Certificate Admitted Students for Fall 2009

(n=220)



■ Bachelor's ■ Master's ■ Doct. & JD

# College of Professional Studies

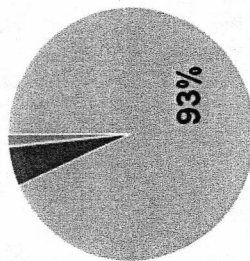
## GSPM Admitted Student Characteristics

### Fall 2009

Highest Degree Earned of GSPM Master & Graduate  
Certificate Admitted Students for Fall 2009

(n=195)

2%  
5%



■ Bachelor's ■ Master's ■ Doct. & JD

# College of Professional Studies

## Dean's Council Members

Heidi Bardot	CCAS
Charles Cushman	GSPM
Ted Glickman	SB
David Grier	ESIA
Hermann Helgert	SEAS
Toni Marsh	CPS
Sylvia Marotta ( <i>sabbatical</i> ) Curtis Pyke, ( <i>substitute</i> )	GSEHD
Tom Mazzuchi	SEAS
Richard Southby - CHAIR	SPHHS
James Spellman	GSPM
Gregory Squires	CCAS
Mark Starik	SB

# College of Professional Studies: Lead Faculty & Partners

Program	Lead Faculty	Organizational Partner
Healthcare Corporate Compliance	Jane Thorpe	SPHHS and Feldesman, Tucker & Leifer
Landscape Design & Sustainable Landscapes	Adele Ashkar	Virginia Tech & University of Maryland Architecture Schools
Law Firm Management	Stephen Chitwood	Hildebrandt Institute
Legislative Affairs	Steve Billet	Army Fellows
Middle-Grades Math	Daniel H. Ullman Curtis Pyke Florence Fasanelli	CCAS, GSEHD, American Assoc. Advancement of Science (AAAS)
Middle-Grades Science & K-12 Physics Education	William Parke Terry Hufford Ali Eskandarian	CCAS, GSEHD, American Assoc. Advancement of Science (AAAS)
Molecular Biotechnology and Integrated Information, Science, and Technology	Mark Reeves Richard G. Donnelly Ali Eskandarian	CCAS, SB
Paralegal Studies	Toni Marsh	GW Law School
Police Science & Security & Safety Leadership	Frederic Lemieux	Metro Area Police Depts. US Marshals
Political Management	Charles Cushman	
Publishing	Arnold Grossblatt	World Bank
Strategic Public Relations	Larry Parnell	City of Alexandria



# Developing Curricular Partnerships

- Community Advocacy Certificate:
  - Humane Society<sup>1</sup> and others.
- Security and Safety Leadership:
  - US Marshals
- Undergraduate Degree Completion in Integrated Information, Science, and Technology (Launches Fall 2010): articulation agreements
  - Northern Virginia Community College -- NVCC
  - Montgomery County Community College -- MCCC
  - Tidewater Community College -- TWCC
- University of Dar es Salaam
  - Paralegal Studies Clinical Opportunity

<sup>1</sup> The partnership with the Humane Society discontinues after December 2009



# Developing Delivery Partnerships

- Corporación Andina de Fomento
  - To deliver non-credit training in governance for Latin America
- Metropolitan Washington Council Of Governments
  - Partners through our Center for Excellence in Public Leadership to deliver non-credit training in DC region
- Global Center for International Studies (GCIS):
  - To enable delivery of Security and Safety Leadership program on-ground in Cyprus
- Embanet:
  - To enable online development, delivery, recruitment, marketing of Political Management, Strategic Public Relations, and Paralegal Studies

1. The partnership with the Humane Society discontinues after December 2009

# College of Professional Studies

## Program Development – Unduplicated Headcounts

	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009 <sup>(1)</sup>
Landscape Design	41	55	67	104	90	65
Police Science	35	52	51	57	49	50
Middle Grades Math		34	33	31	3	3
Law Firm Management		8	19	7	18	26
Healthcare Corporate Compliance		13	28	23	25	28
Middle Grades Science			28	27	9	0
Legislative Affairs <sup>(2)</sup>			21	50	50	87
PACS and Political Management <sup>(2)</sup>			15	13	18	7
Political Management <sup>(2)</sup>			167	162	167	249
Publishing			53	82	57	55
Paralegal Studies				55	113	163
Molecular Biotechnology				8	12	10
Strategic Public Relations				26	67	117
Sustainable Landscapes					4	5
Community Advocacy						10
Online Politics						1
Safety and Security Leadership						24
<b>TOTAL</b>	<b>76</b>	<b>162</b>	<b>482</b>	<b>645</b>	<b>682</b>	<b>900</b>

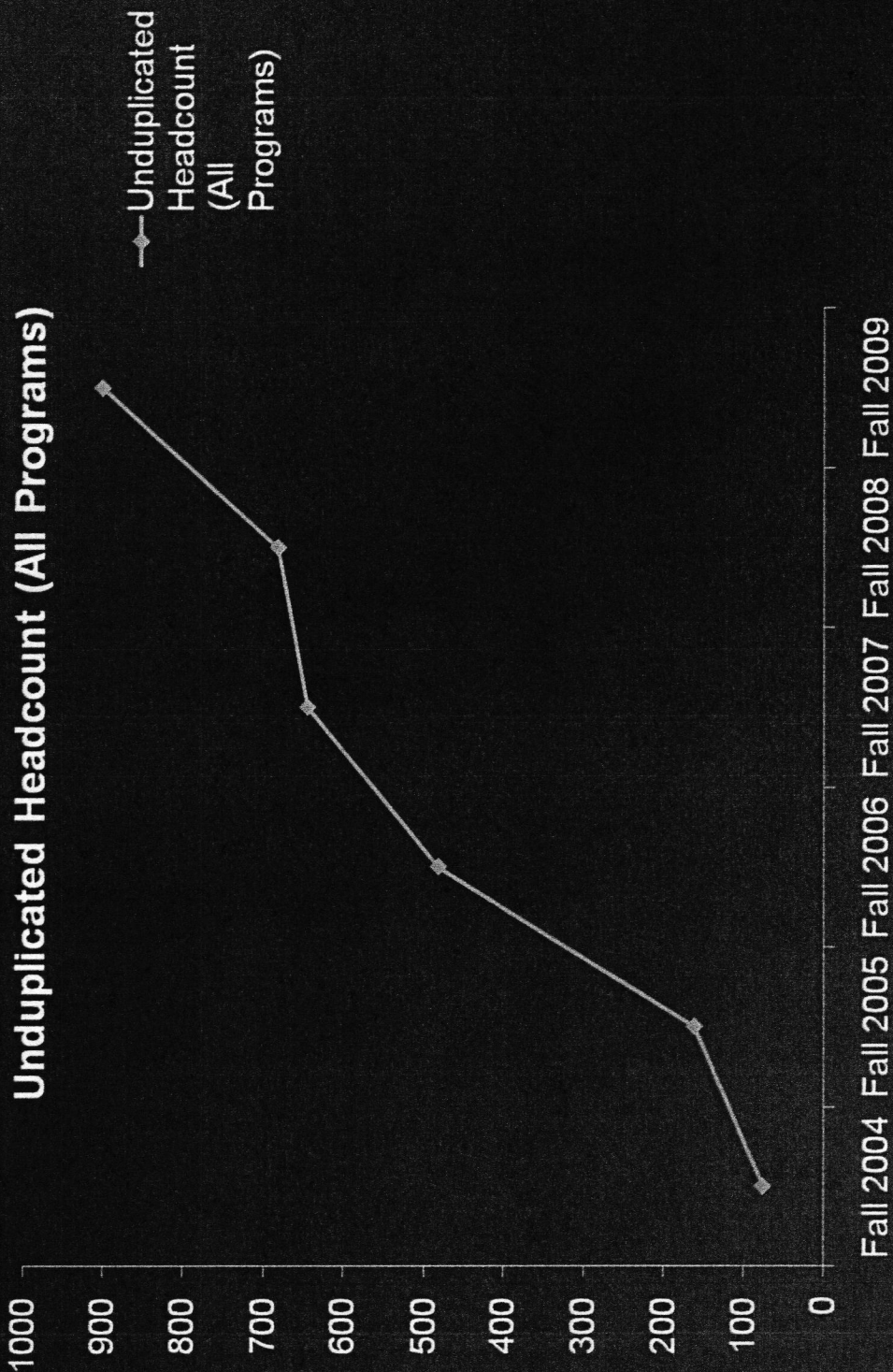
<sup>(1)</sup> Year to date data. Fall 2009 EOT data may show additional students.

<sup>(2)</sup> Transferred from CCAS to CPS in Spring 2006.

# College of Professional Studies

Enrollment Growth (Headcount)

Fall 2005 – Fall 2009



# CPS Financial Results Summary FY 09

(in thousands)

## CPS Programs

### Revenues

Main Campus	2,822
Off Campus	6,812
Other	<u>344</u>
<b>Total Revenue</b>	<b>9,978</b>

### Expenses

Faculty Compensation	3,145
Staff/Other	1,078
Benefits	<u>817</u>
Total Compensation	5,040

### Financial Aid

Operating Expenses	<u>2,150</u>
<b>Total Expenses</b>	<b>7,348</b>

## Positive Margin <sup>(1)</sup>

**2,630**

## Off Campus Program Services Managed by CPS:

### Expenses

Staff/Other Compensation	1,752
Benefits	<u>428</u>
Total Compensation	2,180


### Operating Expenses

1,197

## Total Expenses

**3,378**

Total Off Campus revenues were approximately 45.7 million, including 38.9 million in schools other than CPS.



# Strategic Priorities for CPS

- Evolve CPS Organization and Organizational Culture
- Develop New Programs & Partnerships
- Scale Existing Programs
- Launch Pilot International Offerings
- Design Faculty Development Programs
- Perfect Student Services, Particularly for Remote and Distance Students
- Define A Research Agenda for the College and Its Parts
- Improve Business Processes and Implement Quality Initiatives
- Participate More Meaningfully in University Fundraising
- Advocate and Enable GW Regional and Distance Strategies and Presences



THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC

## EXCELLENCE THROUGH INNOVATION



[Home](#)

[The Goal](#)

[The Charge](#)

[The Innovation Fund](#)

[The Committee](#)

[Next Steps](#)

[FAQs](#)

[Call for Ideas](#)

### GW Launches Innovation, Research Leadership Plan

"With trustee support, we are undertaking a bold initiative to increase what we invest in our priorities, over the next five years, by \$60 million per year. That amount is the equivalent of what we currently spend from our endowment income every year. Our plan to, in effect, double the impact of our endowment has three components: raising new funds from philanthropic sources; increasing the productivity of our research and instructional programs; and finding savings in our business processes that we can re-invest in our faculty, students, and academic initiatives.

"Working together, I have no doubt that we can transform GW into a world-class, 21st-century version of the university George Washington envisioned." [More](#)

-President Steven Knapp

#### Updates

##### The Business of Innovation

Business processes group seeks innovations, ideas from GW community.

##### Student Voices Round out Innovation Task Force

GW students will play a major role in the initiative to dramatically boost investment in learning and research.

#### Engage in the Innovation

The Innovation Task Force is seeking creative ideas to improve and strengthen our academic and business operations to be even better. [Share Your Idea Today](#)

#### Our Opportunity

GW is fortunate that, thanks to prudent planning and investment, we have not faced the financial hardships currently affecting other universities. This situation gives us a unique opportunity to continue enhancing the excellence in everything we do. In fact, precisely because we are a strong university in good financial condition, it is an opportune time to analyze our operations in a fresh manner to seek new means for pursuit of our mission. [Download Printable PDF](#)


Innovation Task Force - The Charge - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Print Mail News RSS Feeds

Address http://innovation.gwu.edu/pages/comments.html

Search 918 New AIM Express New IM IM This Page Set Status



THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC

# Excellence Through Innovation

- Home
- The Goal
- The Charge
- The Innovation Fund
- The Committee
- Next Steps
- FAQs
- Call for Ideas

## Call for Ideas

### Engage in the Innovation

The Innovation Task Force is seeking creative ideas to improve and strengthen our academic and business operations to be even better. Do you have an idea that will:

- Increase **EFFECTIVENESS** and ensure that a service or function is enhanced to better meet the university's goals and objectives?
- Improve **EFFICIENCY** and help us better organize, manage and utilize our resources?
- Lead to **INNOVATION** and help us operate in a truly new way?

### Share it here!

You can submit ideas anonymously or share your information below for possible follow up by members of the Innovation Task Force.

\* Required

Category: \*

☐ Learning and Academics

☐ Business Operations

Proposal type: \*

☐ Suggested change to operations

☐ Recommendations for more investment

Idea: \*

How will this idea help GW increase effectiveness, improve efficiency or operate in a new and innovative way? \*

# EXCELLENCE THROUGH INNOVATION



## Call for IDEAS

**Do you have a great idea**  
that will make GW more effective,  
efficient or innovative?

Submit your idea today at  
**[innovation.gwu.edu](http://innovation.gwu.edu)**

**Save the Date!**  
January 20, 2010  
Excellence Through Innovation Forum

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON DC

## EXCELLENCE THROUGH INNOVATION

### Our Opportunity

GW is fortunate that, thanks to prudent planning and investment, we have not faced the financial hardships currently affecting other universities. This situation gives us a unique opportunity to continue enhancing the excellence in everything we do. In fact, precisely because we are a strong university in good financial condition, it is an opportune time to analyze our operations in a fresh manner to seek new means for pursuit of our mission.

### The Goal

President Knapp has laid out an ambitious but achievable goal to increase GW's investment in academic learning, research, and the student experience by \$60 million per year. The plan is to build up to that \$60 million level over the course of the next five years. This funding will come from three components: raising new funds from philanthropic sources; increasing the productivity of our research and instructional programs; and finding savings in our business processes. In other words, we will increase the rate of fundraising and the efficiency and productivity of our programs until, at the end of five years, we have reached the level of an additional \$60 million per year (i.e., from that point onward) to invest in our priorities.

### The Charge

The Innovation Task Force has been charged with soliciting feedback from the George Washington Community about our strengths as an institution and how we can change our academic and business operations to be even better. The Task Force will seek out, evaluate and highlight creative ideas, focusing on three key criteria:

- **Effectiveness** – will the idea ensure that a service or function is enhanced to better meet our university goals and objectives?
- **Efficiency** – will the proposal help us better organize, manage and utilize our resources?
- **Innovation** – will the suggestion help us operate in a truly new way?

This process is already underway. For instance, the University has identified a savings by moving one of its graduate programs onto campus from rented space off-campus. In addition, we have launched an innovative new I-Buy system to increase efficiency and effectiveness in procurement. And an energy efficiency subcommittee has identified opportunities for further reductions in energy use that would extend the savings of \$950,000 in FY2009.

### The Innovation Fund

Funds identified for the \$60 million goal will be banked for reinvestment in prioritized academic activities and programs. Progress toward this goal will be reported regularly by the Innovation Task Force as these innovations are identified and carried out. In addition, the Innovation Task Force will present to the President at the end of this academic year a list of proposals for enactment that will lead to significant changes to both academic and business operations. The Task Force will also recommend opportunities for academic investment based on feedback from the GW community.

### Next Steps

The Innovation Task Force will solicit ideas from across the University through discussion forums and other outreach activities over the next several months. Members of the GW community are encouraged to submit ideas to [innovation@gwu.edu](mailto:innovation@gwu.edu)

## **INNOVATION TASK FORCE**

### **Frequently Asked Questions**

#### **Q: Who is part of the Innovation Task Force?**

The task force is led by a steering committee, chaired by Associate Vice President for Academic Operations Jeffrey Lenn, and two working groups: one focusing on business processes and the other on learning/teaching. The business processes committee is led by co-chairs Dave Lawlor, senior associate vice president for finance, and Kathy Newcomer, professor of public policy and public administration and director of the Trachtenberg School of Public Policy and Public Administration. The learning/teaching committee is led by co-chairs Dianne Martin, associate vice president for graduate studies, and Dave Steinour, chief information officer. Both working groups include faculty and staff from across the university to ensure a diversity of experience and viewpoints as well as student representation.

#### **Q: Is this just about cost savings?**

No. This initiative is about taking our institution to the next level and achieving a level of excellence that we know is within our reach. We have the opportunity to reflect on what we are doing well as an institution, what we should build on for the future and what we can do better in our academic and business operations. The Task Force will be seeking out and evaluating creative ideas to increase effectiveness, efficiency and innovation.

#### **Q: How will the \$60 million in funding be invested?**

Funds identified toward the \$60 million goal will be banked for reinvestment in academic priorities, including new faculty lines, enhanced academic programs, increased research support and student experience. They will be banked in an Innovation Fund, separate from the University's general operating budget.

#### **Q: How will priorities for investment be identified?**

The Innovation Task Force will recommend areas of academic investment based on feedback from the GW community.

#### **Q: How can I contribute ideas?**

Members of the GW community can recommend innovations and ideas right away by emailing the Task Force electronic suggestion box at [innovation@gwu.edu](mailto:innovation@gwu.edu). Input will be sought from the entire GW community through town hall-style meetings and other forums.

#### **Q: What is the timeframe for the Innovation Task Force?**

The goal of the Task Force is to identify innovative ideas by the end of this academic year for implementation in the next academic year.

# The Business of Innovation

Business processes group seeks innovations, ideas from GW community.

By Jamie L. Freedman

GW's Innovation Task Force is moving into full swing, spearheaded by a 13-member steering committee, chaired by Associate Vice President for Academic Affairs Jeffrey Lenn, and two working groups—one focusing on business processes and the other on academic innovation.

The business processes group, led by co-chairs Dave Lawlor, senior associate vice president for finance, and Kathy Newcomer, director of the Trachtenberg School of Public Policy and Public Administration, is hard at work generating, evaluating and prioritizing novel ideas to enhance business operations at GW.

"Our goal is to identify innovations in the way the University does business that represent both quality improvements and efficiencies," says Dr. Newcomer, whose group comprises faculty, staff and students from across the University. "It's not simply about saving money. It's about coming up with win-win scenarios to strengthen the quality of the experience across the board for students, alumni, parents, faculty, and staff at The George Washington University."

The 18-member committee, which meets biweekly, has given rise to a number of subcommittees, one focusing on idea-generation methods and others concentrating on specific categories of ideas, such as energy, information technology, student services and procurement. "We also put together an analytical support team that spends 16 to 20 hours per idea conducting a preliminary analysis of the facts and generating one-page briefing documents which are then brought back to the committee for further discussion," Mr. Lawlor says.

"It is commendable that they are able to do such robust analysis on a very tight time frame that allow us to evaluate the merits of the ideas that come before us. Our objective is to have at least 50 rank-ordered ideas to present to the steering committee, and ultimately the presidential cabinet this spring."

One of the business processes group's early accomplishments was developing a detailed, multi-pronged idea vetting process that initially measures proposals against an eight-criterion matrix. Criteria range from whether or not ideas align with GW's strategic goals to whether they minimize disruption to current successful business processes.

The group is seeking input from every sector of the GW community on ways to make the University's business operations more effective, efficient, and innovative. "The more ideas we can garner, the better," Mr. Lawlor says. "We're calling upon the entire GW community to

support us by submitting their ideas to the Innovation Task Force's electronic suggestion box at [innovation.gwu.edu](http://innovation.gwu.edu).

"We want to be as inclusive and comprehensive as possible in our search to find the best processes that will improve the GW experience for all our various stakeholders," Dr. Newcomer adds.

Mr. Lawlor says that it's an opportune time to embark upon a project of this scope. "Unlike many other universities that are forced to save to maintain operations in the face of financial hardship, we are in the fortunate position of being able to take on this important and timely initiative to invest in the critical missions of the University in a substantial and lasting way," he says.

"My partners on the business process team are an inspiring group of experts in their respective fields," he adds. "From day one, they have embraced our charter in a constructive, insightful and creative manner. We've gathered momentum and will surely accomplish the mission set before us."

#### **Business Processes Working Group Members**

Beth Amundson, Registrar

Lynsay Belshe, Senior Advisor to the Executive Vice President & Treasurer

Chris Brooks, Presidential Administrative Fellow

Meghan Chapple-Brown, Director of the Office of Sustainability

Edward Cherian, Professor of Information Systems

Brendan Curran, Student Representative

Adam Donaldson, Manager, Business Management & Analysis Group

Jennifer Joslin, Staff for Business Processes Working Group

Frederick Joutz, Professor of Economics

Michael King, Chair of the Department of Chemistry

Dave Lawlor, Senior Associate Vice President for Finance

Thomas Mazzuchi, Chair of the Department of Engineering Management and Systems Engineering

Tom Morrison, Associate Dean, Law School

Kathy Newcomer, Director, Trachtenberg School of Public Policy and Public Administration

Alicia O'Neill, Senior Associate Vice President of Operations

Andrea Stewart, Library Representative

Roger Whitaker, Professor of Higher Education

Phil Wirtz, Professor of Decision Sciences and Psychology

<http://www.gwu.edu/explore/gwtoday/onaroundcampus/thebusinessofinnovation>

# Student Voices Round out Innovation Task Force

GW students will play a major role in the initiative to dramatically boost investment in learning and research.

Six GW students have been named to the University's new innovation task force launched by President Steven Knapp earlier this fall.

The innovation task force is composed of a steering committee, chaired by Associate Vice President for Academic Affairs Jeffrey Lenn, and two working groups: one focusing on business processes and the other on academic innovation. Each group has one undergraduate student and one graduate student representative, who will provide a student perspective and serve as a connection to the body of current students.

"We wanted to involve a major stakeholder group, in this case two stakeholder groups—undergraduate and graduate students," Dr. Lenn says. "All committee members will suggest areas that need to be explored for greater effectiveness or efficiency, do in-depth analyses of these areas; make recommendations about innovative practices; and help to develop implementation plans for bringing about innovative change in specific areas in the future."

The three undergraduate students, appointed by Student Association President Julie Bindelglass, are:

- **Brendan Curran**, sophomore, business with a concentration in finance (Business Processes Committee),
- **Sohan Gupte**, sophomore, international affairs and political science (Learning/ Teaching Committee), and
- **Will Rone**, senior, mechanical engineering (Steering Committee).

The graduate student representatives are:

- **Chris Brooks**, second-year student, political management (Business Processes Committee),
- **Alyscia Eisen**, second-year student, business administration (Steering Committee), and
- **Gina Fernandes**, second-year student, higher education administration, (Learning/Teaching Committee).

"I think it's important for all students to get involved in the innovation task force because whatever decisions are made will drastically affect our experience here," Ms. Bindelglass says. "Any opportunity we have would be a terrible thing to waste."

The innovation initiative, as outlined by President Knapp in October, calls for GW to increase

its investment in learning and research priorities over the next five years by \$60 million per year, the equivalent of what GW currently spends from its endowment income each year.

Dr. Knapp's three-pronged plan includes raising new funds from philanthropic sources; increasing the productivity of GW's research and instructional programs; and discovering savings in GW's business processes that can be reinvested in the University's faculty, students and academic initiatives.

The task force is encouraging members of the GW community to submit their own ideas of how GW can meet the goals of the innovation initiative. The task force hopes this process will be interactive, and it encourages participation from and discussion among all GW community members.

The task force's charge is to solicit feedback about GW's strengths as an institution and how GW can improve in academic and business operations areas. It is seeking creative ideas that focus on three key criteria:

- Effectiveness – will the idea ensure that a service or function is enhanced to better meet GW goals and objectives?
- Efficiency – will the proposal help better organize, manage and utilize GW resources?
- Innovation – will the suggestion help GW operate in a truly new way?

Visit <http://innovation.gwu.edu> to access an electronic form to submit your ideas and to read more about the innovation initiative.

<http://www.gwu.edu/explore/gwtoday/learningresearch/studentvoicesroundoutinnovationtaskforce>

## **EVENT PROPOSAL**

### **Excellence Through Innovation Forum**

**Proposed Date:** January 20, 2010

**Location:** Events in the Marvin Center Grand Ballroom on the Foggy Bottom Campus, Post Hall on the Mt. Vernon Campus and on the Virginia Science and Technology campus.

**Concept:** Modeled on the Office of Sustainability Policy Greenhouse and business plan competitions, the Innovation Task Force would select 7-10 proposals to be highlighted in a public forum. Those submitting the selected proposals would be invited to make a 2-3 minute presentation to the Innovation Task Force. Presenters would be GW students, faculty, staff or alumni and proposals could focus on either academic innovation or business solutions. Proposals would be selected among those submitted via the Call for Ideas form available online, to the email suggestion box [innovation@gwu.edu](mailto:innovation@gwu.edu) or directly to innovation task force members. Following each of the formal presentations, members of the Innovation Task Force could direct questions to the presenters. At the events, audience members would be invited to submit additional ideas on paper in drop boxes. An option for further recognition would be for audience members to vote on the most promising idea, with the winner earning the opportunity to present their idea personally to President Knapp and the vice presidents.

**Selection Process:** A deadline would be set for submission of proposals to be considered for the forum. The Innovation Task Force would create a scoring system and evaluate ideas "blind" with no names on them during the review process. The Innovation Task Force would notify those selected to present by January 13.

**Publicity:** The event would be advertised through posters in academic buildings, George Washington Today, the Hatchet and social media. Leading up to the event to raise interest and visibility, a social media campaign would be launched with a new call to action each week, including a call to submit videos of up to two minutes which could be shown at the forum; photos of ideas for innovation or improvement; and discussion forums on what GW does well and should be fostered and what needs improvement. The event itself would be pitched to campus, local and academic media and covered by George Washington Today, including photo and video coverage.

**Staffing:** Event support would be provided by the events and venues team of the External Relations division, with input from the Innovation Task Force. Evaluation of proposals and outreach to presenters would be coordinated by the Innovation Task Force.

###



EXCELLENCE  
THROUGH  
**INNOVATION**

EXCELLENCE  
THROUGH  
**INNOVATION**



EXCELLENCE THROUGH **INNOVATION**



Innovation Task Force

Maria	Alam	Associate Vice President, Human Resources	Steering
Sarah	Baldassaro	Assistant Vice President, Communications	Steering
Charles	Barber	Deputy General Counsel	Steering
Jerry	Bass	Senior Associate Vice President for Health Economics, Medical Center	Steering
Alyscia	Eisen	Graduate Student and Presidential Administrative Fellow	Steering
Anne	Hirshfield	Vice President for Health Research, Compliance, and Technology Transfer	Steering
Joyce	Javois	<i>Staff for Steering Committee</i>	Steering
Peter	Konwerski	Associate Vice President, Administration	Steering
Jeff	Lenn	Associate Vice President, Academic Operations	Steering
Barbara	Porter	Chief of Staff, President's Office	Steering
Jerome	Posatko	Associate Vice President, Operations in Development	Steering
Will	Rone	Undergraduate Student	Steering
Ed	Schonfeld	Senior Associate Vice President, Administration	Steering
Ginger	Beverly	<i>Staff for Learning Working Group</i>	Learning
Vincent	Chiappinelli	Chair, Department of Pharmacology and Physiology	Learning
Jeffrey	Cohen	Chair, Department of English	Learning
Ingrid	Creppell	Associate Professor of Political Science	Learning
Laura	Eisen	Assistant Professor of Chemistry	Learning
Gale	Etschmaier	Associate University Librarian	Learning
Gina	Fernandes	Graduate Student and Presidential Administrative Fellow	Learning
Maria	Frawley	Executive Director, University Honors Program and Professor of English	Learning
P.B.	Garrett	Assistant Vice President and Deputy Chief Information Officer for Academic Technology	Learning
Margaret	Gonglewski	Associate Professor of German and International Affairs	Learning
Soham	Gupte	Undergraduate Student	Learning
Dianne	Martin	Associate Vice President for Graduate Studies & Academic Affairs	Learning
Teresa	Murphy	Associate Professor of American Studies	Learning
Bhagirath	Narahari	Associate Dean for Undergraduate Affairs & Programs	Learning
Josef	Reum	Interim Dean, SPHHS	Learning
Dave	Steinour	Chief Information Officer	Learning
Beth	Amundson	Registrar	Business Processes
Lynsay	Belshe	Senior Advisor to the Executive Vice President & Treasurer	Business Processes
Chris	Brooks	Graduate Student and Presidential Administrative Fellow	Business Processes
Meghan	Chapple-Brown	Director, Office of Sustainability	Business Processes
Edward	Cherian	Professor of Information Systems	Business Processes
Brendan	Curran	Undergraduate Student	Business Processes
Adam	Donaldson	Manager, Business Management & Analysis Group	Business Processes
Jennifer	Joslin	<i>Staff for Business Processes Working Group</i>	Business Processes
Frederick	Joutz	Professor of Economics	Business Processes
Michael	King	Chair, Department of Chemistry	Business Processes
Dave	Lawlor	Senior Associate Vice President, Finance	Business Processes
Thomas	Mazzuchi	Chair, Department of Engineering Management and Systems Engineering	Business Processes
Tom	Morrison	Senior Associate Dean, Law School	Business Processes
Kathy	Newcomer	Director, Trachtenberg School of Public Policy and Public Administration	Business Processes
Alicia	O'Neil	Senior Associate Vice President, Operations	Business Processes
Andrea	Stewart	Associate University Librarian	Business Processes
Roger	Whitaker	Professor of Higher Education and of Sociology	Business Processes
Phil	Wirtz	Professor of Decision Sciences and of Psychology	Business Processes

**The George Washington University**  
**Faculty Senate**

**Joint Senate Subcommittee of Professional Ethics & Academic Freedom and  
Fiscal Planning & Budgeting Committees**

**Regarding Non-compliance of Faculty Code by School of Public Health &  
Health Services**

October 26, 2009

To: Lilien F. Robinson, Chair  
Faculty Senate Executive Committee

CC: Charles A. Garris, Professional Ethics & Academic Freedom Committee  
Joseph J. Cordes, Fiscal Planning & Budgeting Committee  
Josef Reum, Interim Dean, SPHHS

Re: Fourth Status Report on Non-compliance with Faculty Code by School of Public  
Health & Health Services

The Joint Subcommittee has reviewed the enclosed "Compliance Progress Update" report (dated October 5, 2009) and revised Table of Projections for Growth received October 13, 2009. The Subcommittee Chair, Edward Cherian, met with Interim Dean Reum on September 10, 2009 and the Subcommittee met and reviewed these documents on October 19, 2009.

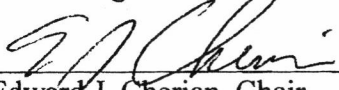
Our overall judgment is that the SPHHS continues to make good progress toward Code compliance. The Interim Dean continues to offer a very positive and cooperating position on Code compliance and the SPHHS appears to have now budgeted sufficient funds for added faculty positions which could carry the School into Code compliance in the next two years or so.

The Joint Subcommittee continues to have reservations on the validity of the plan as well as the guidelines being utilized to implement the proposed plan. As expressed to the Executive Committee earlier this year, our reservations center around the lack of specific Faculty Code compliance criteria and processes needed for legitimate search committee establishment and operations and APT selection and tenure issues. The lack of formal process and criteria for faculty (and indeed Dean) selection, promotion and tenure is understandable in a School that has not had but a few tenure and tenure-track searches during the past several years.

In this regard we seek information to support the validity of the data presented in the enclosed report. More detailed information on organization (whether approved by the department or unit) and implementation of faculty searches, composition of search

committees, criteria utilized, and review and approval processes employed are necessary to provide assurances for the Joint Subcommittee to provide a satisfactory report on this matter to the Executive Committee. We also believe that SPHHS School documents on these matters are necessary as opposed to Medical Center documents describing generic processes.

The members of the Joint Subcommittee have previously requested a more detailed view of the processes the SPHHS is employing in current searches and APT procedures, but to date we have not been granted this access. Additional monitoring of SPHHS progress toward Code compliance is recommended; with your approval the Joint Committee is prepared to put forth the necessary effort to continue with a more detailed effort in monitoring of SPHHS Code compliance procedures.

  
\_\_\_\_\_  
Edward J. Cherian, Chair

Subcommittee members:

Brian Biles, ex officio

Michael Castleberry

Kurt Darr

Morgan Delaney

Donald Parsons

Ryan Watkins (sabbatical, Fall 09)

Attachments

**School of Public Health and Health Services**

**Table 1. Projections for Growth in Tenure (T) and Tenure-Track (TT) Positions as a Proportion of All SPHHS Regular Faculty, by Fiscal Year as of October 13th, 2009**

		HISTORICAL DATA					7/1 to 10/13 2009	REMAINDER FY 2010	PROJECTIONS (STEADY STATE)	
REGULAR FACULTY (INCLUDING TENURED / TENURE-TRACK)		FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2010	FY 2011	FY 2012
	# in place June 30 of previous FY	48	46	48	46	40	46	55	69	69
	# Join during FY	2	5	4	3	9	13	15	5	5
	# Leave during FY	4	3	6	9	3	4	1	5	5
	# in place on June 30 (end) of current FY	46	48	46	40	46	55	69	69	69
		T / TT					T + TT			
TENURED / TENURE-TRACK FACULTY ONLY	# in place June 30 of previous FY	15 / 5	15 / 3	14 / 5	15 / 4	14 / 5	16 / 10	34	50	51
	# Join during Year	0 / 0	1 / 2	1 / 0	0 / 2	3 / 5	1 / 9	17	4	4
	# Leave during Year	0 / 2	2 / 0	0 / 1	1 / 1	1 / 0	1 / 1	1	3	3
	# in place on June 30 (end) of current FY	15 / 3	14 / 5	15 / 4	14 / 5	16 / 10	16 / 18	50	51	52
PERCENTAGE OF TENURED / TENURE-TRACK FACULTY										
	# as percent of all Regular Faculty on June 30 (end) of current FY	39%	40%	41%	48%	57%	62%	72%	74%	75%

**Assumptions:**

1. Projected increases in the number of new regular faculty for FY 2010 and FY 2011 are based on searches underway; anticipated departmental recruitment needs; and replacement of departing faculty. Projected increases for FY 2012 are based on anticipated replacement of departing faculty. All such projections assume adequate financial resources are available to support the recruitment efforts.
2. 80% of new regular faculty searches are projected to result in a tenured or tenure-track appointment. This figure is based on SPHHS faculty search experience since September 2008.
3. Projected attrition of regular faculty for FY 2010 through FY 2012 is estimated to be 5 individuals each year, including two tenured/ tenure-track faculty in FY 2010 and 3 tenured/tenure-track faculty in FY 2011 and FY 2012. This figure is based on attrition experienced over the past four fiscal years.

Fiscal Year	Regular Faculty Added	Date	Track
-------------	-----------------------	------	-------

FY 2005	Mark Edberg	7/1/2004	N
	Todd Miller	1/1/2005	N

FY 2006	Fitzhugh Mullan	7/1/2005	N
	Margaret Greene	7/1/2005	N
	Alan Greenberg	9/1/2005	T
	Ed Maibach	9/1/2005	TT
	Seiji Hayashi	10/1/2005	N
	Jeanne Lambrew	11/1/2005	TT

FY 2007	Avi Dor	7/1/2006	T
	Heather Hoffman	7/17/2006	N
	James Sherry	8/1/2006	N
	Heather Young	1/1/2007	N

FY 2008	Marina Moses	7/1/2007	N
	Leighton Ku	1/22/2008	TT
	Doug Evans	6/1/2008	TT

FY 2009	EXSC Loretta DiPietro	7/1/2008	T
	HSML Leonard Friedman	7/1/2008	T
	EB Jeanne Jordan	11/1/2008	T
	GH Tilly Gurman	12/1/2008	TT
	GH Elanah Uretsky	1/1/2009	TT
	GH Sangeeta Mookherji	2/1/2009	TT
	GH Jon Andrus	2/1/2009	N
	GH Wendy O'Meara	3/1/2009	TT
	GH Sarah Baird	4/1/2009	TT

FY 2010	ExSc Amanda Visek	7/1/2009	TT
	ExSc Larry Hamm	7/1/2009	N
	HP Blaine Parrish	7/1/2009	N

Regular Faculty Left	Date	Track
----------------------	------	-------

Will Waters	6/10/2005	TT
Chris Casirrer	6/30/2005	TT
Alex Dickman	6/30/2005	N
Kathleen Maloy	6/30/2005	N

Donald Paup	7/31/2005	T
Rick Boyd	8/26/2005	N
Richard Southby	6/30/2006	T

Brian Kamoie	8/31/2006	N
Nelson Hsing	9/30/2006	N
Margaret Greene	6/30/2007	N
Muhiuddin Haider	6/30/2007	N
Leah Washington	6/30/2007	N
Jeanne Lambrew	6/30/2007	TT

Pat Sullivan	8/31/2007	N	
Ed Maibach	8/31/2007	TT	
Charlotte Collins	12/31/2007	N	
Seiji Hayashi	12/31/2007	N	convert from Asst Prof to Asst Res Prof
John Palen	1/30/2008	N	
Jerome Danoff	5/31/2008	N	
Frances Noonan	6/30/2008	N	
Madeline Rice	6/30/2008	N	convert fr Assoc Prof (NTT) to Assoc Res Prof (PT)
Tee Guidotti	6/30/2008	T	convert from Prof (T) to Research Prof

Warren Greenberg	4/30/2009	T	Retired; Emeritus; Disability leave 3/1/08 - 4/30/09
Ruth Katz	4/30/2009	N	
Marina Moses	6/12/2009	N	

Ayman El-Mohandes	8/31/09	T
		T/TT
		N

	SPHHS Dean - Dept TBD	T			
	EOH Chair	T			
	EOH 2 - Global Env Hlth	TT			
	EOH 3 - TBD	TT			
	EOH 4 - TBD	TT			
	PCH 1 - Director, COPC	TT			
	Epi/Bio 3	N			
	Epi/Bio Cardiovascular jr	TT			
	GH (Hlth Syst Mgt)	TT			
	HP5	TT			
	HP6	TT			
	HP7 (Women's Hlth jr fac)	TT			
	HSML 2	TT			
	TBD 1	TT			
	TBD 2	TT			
FY 2011	ExSc-Nutrit/Dietetics 7/1/10	TT	Assume 5 will leave	T/TT	proportion of T/TT among those who leave increased because their proportion among the regular faculty has increased
	PCH Chair	T		T/TT	
	Health Pol Chair	T		T/TT	
	replace attrition	TT		N	
	replace attrition	N		N	
FY 2012	Replace attrition	TT	Assume 5 will leave	T/TT	
		TT		T/TT	
		TT		T/TT	
		TT		N	
		N		N	

HP Taylor Burke	7/1/2009	N
HP Anne Markus	7/1/2009	TT
HSML Bianca Frogner	7/1/2009	TT
HP - S Wood/Dir Jacobs	7/1/2009	TT
EXSC Mary Barron	7/17/2009	N
HP Rebecca Katz	9/1/2009	TT
Epi/Bio Angelo Elmi	9/1/2009	TT
PCH Jeffrey Bingenheimer	9/1/2009	TT

EOH David Michaels	10/1/2009	T
PCH Mark Edberg	10/1/2009	TT
Epi/Bio Many Magnus	10/1/2009	TT
Epi/Bio Sean Cleary	10/1/2009	TT
PCH Elizabeth Reed	11/15/2009	TT

OTHER:  
Leighton Ku

7/1/2009 TT->T Awarded Tenure

N  
N



## **REPORT OF THE EXECUTIVE COMMITTEE**

Lilien F. Robinson, Chair

December 11, 2009

On behalf of the Executive Committee, I have the following report.

### **ACTIONS OF THE EXECUTIVE COMMITTEE**

#### ***Resolution on Scholarly Publishing***

The Executive Committee reviewed with Professor Scott Pagel, last year's Chair of the Committee on Libraries, a resolution on Scholarly Publishing to be proposed by the Committee on Libraries and the Committee on Research. The resolution addresses providing access to the publications of George Washington University faculty through the Internet.

The Executive Committee anticipates that the resolution will be presented to the Faculty Senate at the February meeting.

#### ***Report of the Joint Senate Subcommittee of Professional Ethics & Academic Freedom and Fiscal Planning and Budgeting***

The Executive Committee has received from the Joint Subcommittee of Professional Ethics and Academic Freedom and Fiscal Planning and Budgeting the fourth status report on non-compliance with the Faculty Code by the School of Public Health and Health Services. That report is available today and form part of the minute of this meeting.

The members of the Executive Committee have reviewed the report submitted on behalf of the Joint Subcommittee by the Chair, Professor Edward Cherian. The Executive Committee would like to take this opportunity to express their gratitude to the Joint Subcommittee for their hard work on a matter of major significance not only to the School of Public Health and Health Services but to the all Schools.

The Executive Committee has advised Professor Cherian that it would appreciate having the Joint Subcommittee continue its monitoring of the School of Public Health and Health Services' progress toward Faculty Code compliance.

#### ***Faculty Assembly***

The Executive Committee discussed with Executive Vice President Lehman the scheduling of the Faculty Assembly. The decision was to have the Assembly on the first Wednesday of October. The meeting will commence at 2 p.m. with a reception to follow at 4 p.m.

## **OTHER MATTERS**

### ***Elections of School Representatives to the Faculty Senate***

Letters have been sent to the Deans of the various Schools requesting that prior to March 15, 2010, they hold their elections of School representatives to the Faculty Senate. The two-year terms begin on May 1, 2010.

### ***Innovation Task Force***

In addition to providing updates to the Faculty Senate on the work of the Innovation Task Force, Associate Vice President Lenn will also be advising the Committee on Fiscal Planning and Budgeting on the work of the Task Force.

## **PERSONNEL MATTERS**

The grievance in the Columbian College of Arts and Sciences and the grievance in the Elliott School remain in the mediation process.

## **UPCOMING MATTERS**

The Executive Committee has scheduled the following presentations to the Faculty Senate for the Spring Semester:

- Report on Research by Vice President Leo M. Chalupa
- Report on the School of Engineering and Applied Sciences by Dean David S. Dolling
- Annual report on the composition of the faculty by Executive Vice President Lehman
- Biennial report on women and faculty of color by Executive Vice President Lehman

## **NEXT MEETING OF THE EXECUTIVE COMMITTEE**

Because of the winter holidays, the Executive Committee will hold its next meeting on December 18. Resolutions, reports, and any other matters should be submitted before that date. Committee Chairs who have not yet submitted their Interim Reports should do so as soon as possible so that these may be included with the agenda for the January meeting.

On behalf of the Executive Committee, I extend warmest wishes for the holidays and for a healthy and productive new year.

**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, D.C.**

**The Faculty Senate**

**December 3, 2009**

**The Faculty Senate will meet on Friday, December 11, 2009, at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7<sup>th</sup> Floor**

**AGENDA**

- 1. Call to order**
- 2. Approval of the minutes of the regular meeting of November 13, 2009, as distributed**
- 3. Introduction of Resolutions**
- 4. Proposed change to faculty/staff e-mail: David P. Steinour, Chief Information Officer**
- 5. Report on the College of Professional Studies: Dean Kathleen M. Burke**
- 6. Update on the Innovation Task Force: Associate Vice President D. Jeffrey Lenn**
- 7. General Business**
  - (a) Report of the Executive Committee: Professor Lilien F. Robinson, Chair**
  - (b) Interim Reports of Senate Standing Committees**
  - (c) Chair's Remarks**
- 8. Brief Statements (and Questions)**
- 9. Adjournment**

***Elizabeth A. Amundson***  
**Elizabeth A. Amundson**  
**Secretary**